

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 15 February 1995, immediately following
the Closed Session, in Room GM 407-1, SGW Campus

Attendance

Present: Mr. Reginald K. Groome, Chairman, Dr. Tannis Arbuckle-Maag, Dr. Charles Bertrand, Interim Rector and Vice-Chancellor, Mr. Brian Aune, Dr. Michael Brian, Mr. Alex Carpini, Mr. Jonathan Carruthers, Ms. Marianne Donaldson, Me André Gervais, Ms. Marika Giles, Mr. Leo Goldfarb, Mr. Ajay Gupta, Dr. Henry Habib, Mr. Peter Howlett, Dr. Lawrence Kryzanowski, Mr. Ronald Lawless, Sister E. McIlwaine Ph.D., Vice-Chairwoman, Mr. Donald W. McNaughton, Mr. Brian Neysmith, Mr. Richard Renaud, Mrs. Miriam Roland, Dr. Elizabeth Saccá, Mr. Claude I. Taylor, Vice-Chairman, Ms. Lillian Vineberg, Ms. Susan Woods

Officers of the University: Me Bérengère Gaudet, Dr. Robert Parker, Dr. Harald Proppe

Absent: Mr. Dominic D'Alessandro, Dr. Leonard Ellen, Me Pierre Frégeau, Dr. Jeremiah Hayes, Mr. Paul Ivanier, Mr. Frank Knowles, Mr. Daniel Leib, Me George Lengvari, Mr. Jacques Ménard, Mr. Eric Molson, Chancellor, Ms. Susan O'Connell, Mr. Jean-François Plamondon, Mr. Humberto Santos, Mr. Brian Steck, Mr. William W. Stinson

Guest: Ms. Nora Ahmed

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

BG-95-2-D6	Draft banking resolution for the Royal Bank of Canada
BG-95-2-D7(A)	Letter from Me Bram Freedman regarding borrowing and signing authority for Concordia University banking transactions
BG-95-2-D7(B)	Outline of Concordia University borrowing practices
BG-95-2-D8	Letter from the Secretary of Senate regarding a proposed change to the membership of the Council of the Faculty of Fine Arts
BG-95-2-D10	Letter from the Associate Vice-Rector, Services (Student Life), regarding the "Eat Your Peel Food Coop"

1. Call to Order

The Open Session was called to order at 8:23 a.m.

1.1 Chairman's remarks

The Chairman gave Dr. Bertrand the floor. The Rector informed the Board that the University community had lost a valued member with the death, on 28 January 1995, of Ms. Mary Tarlton, a Concordia University employee since its inception and, before that, an employee of Sir George Williams University. Ms. Tarlton, he said, was known to almost everyone at the University, and well-loved; she would be greatly missed. Sympathy was extended to Ms. Tarlton's family. The Board observed a moment of silence.

Mr. Groome stated that an article in The McGill Reporter announcing the election of seven new members to McGill University's Board of Governors indicated that Me Manon Vennat, a past-member of Concordia's Board, was among them. He expressed his congratulations on Me Vennat's election.

1.2 Approval of the Agenda

Mr. Groome indicated that Item 4, "Approval to collect student fees for allocation to the Student Safety Patrol", would be deferred, probably to be addressed at the March meeting. The Agenda was approved as modified.

1.3 Approval of the Minutes of the Open Session of the previous meeting (18 January 1995)

There was an error, under Agenda Item 12, on page 9 of the Minutes; the date of a national student strike had been given incorrectly as Wednesday, 1 February 1995, and would be corrected to read "Wednesday, 25 January 1995".

Upon motion duly moved and seconded (Roland, Donaldson), it was unanimously RESOLVED:

R95-9 THAT the Minutes of the Open Session of the previous meeting, held on 18 January 1995, be approved as modified.

2. Business arising from the Minutes

2.1 Report on allocation of savings mandated, in the Supplementary Operating Budget for 1994-95, in the academic sector

Interim Vice-Rector, Academic, Dr. Parker, reported that distribution of required savings of \$236,000 among the units of the academic sector had been achieved by mutual agreement. There had been considerable discussion about how the anticipated budget deficit could be dealt with at the departmental level.

2.2 Approval of a banking resolution for the Royal Bank of Canada

The Chairman of the Budget Committee, Mr. Brian Aune, introduced this subject. He said the banking resolution was first proposed in January and postponed in order that the Governors could be more completely informed about Concordia's borrowing and signing practices. Mr. Aune pointed out that the proposed resolution contained a single modification; the phrase, "following approval by the Board of Governors of the annual credit facilities agreement", was added at the beginning of paragraph 3. The annual credit facilities agreement with the Royal Bank, for the amount of \$50 million, was still being negotiated and would likely be proposed to the Board for approval in March.

A faculty member thanked the Budget Committee for its initiative and recommended that similar parameters be set out for leasing and purchasing arrangements. He said the provisions outlined in the Board resolution of 1985, and reproduced in the University Purchasing Policy, made the Rector insufficiently accountable for expenditures. The Chairman advised the faculty member to discuss his concerns with the Vice-Rector, Institutional Relations and Finance.

Upon motion duly moved and seconded (Aune, Gervais), it was unanimously RESOLVED:

R95-10 WHEREAS the Royal Bank of Canada is a banker of Concordia University;

WHEREAS the Royal Bank of Canada has asked that the Board of Governors pass a resolution confirming this fact and detailing those individuals possessing signing authority on behalf of Concordia University;

BE IT RESOLVED:

1. THAT the Royal Bank of Canada (hereinafter called the "Bank") be appointed a banker of the University;

2. THAT for all accounts, any two of the Rector, the Vice-Rectors, the Secretary-General, the Associate Vice-Rector Finance, the Treasurer, the Controller, the Director of Finance, the Budget Director and the Manager of Student Accounts be authorized on behalf of the University:

a) to sign, issue, endorse, make, draw, and/or accept any cheques, promissory notes, bills of exchange or other negotiable instruments including drafts, any orders for the payment of money, contracts for letters of credit, term deposits, treasury bills, bankers' acceptances or forward exchange and generally all instruments or documents in any way in connection with its accounts and transactions with the Bank, whether or not an overdraft is thereby created, and instruments and documents so signed shall be binding upon the University;

b) to receive from the Bank, and where applicable grant receipt for, all statements of accounts (pass books) cancelled cheques and other debit vouchers, unpaid and unacceptable bills of exchange and other negotiable instruments;

c) to negotiate, deposit with or transfer to the said Bank (but for the credit of the University's account only) all or any cheques, promissory notes, bills of exchanges or other negotiable instruments, and orders for the payment of money including drafts, letters of credit, treasury bills and bankers' acceptances and for the said purpose to draw, sign, endorse (by rubber stamp or otherwise) all or any of the foregoing, and such signatures or stamping shall be binding upon the University;

3. THAT any two of the Treasurer, the Associate Vice-Rector Finance, the Vice-Rector Institutional Relations and Finance and the Rector be authorized on behalf of the University:

a) to apply to the Bank for loans to the University;

b) to arrange with the Bank the amount, terms and conditions of such loans, financial assistance and accommodation, and the security or securities to be given to the Bank in respect thereof;

- c) to give or furnish to the Bank all securities and promises or notices of intention to give security that the Bank may require to secure the repayment of such loans and interest thereon, and to execute all assignments, conveyances, hypothecations, notices and other documents necessary to give or furnish to the said Bank the security or securities requested as aforesaid, and to attach the seal of the University to any such assignment, conveyance, hypothecation, notice or other document;
- 4. THAT any two of the individuals named in paragraph 2 of the present resolution be authorized to sign all instruments or documents desirable or necessary in connection with the matters outlined in paragraph 2;
- 5. THAT any two of the individuals named in paragraph 3 of the present resolution be authorized to sign all instruments or documents desirable or necessary in connection with the matters outlined in paragraph 3;
- 6. THAT a certified copy of this resolution be delivered to the Bank for its guidance and information and that this resolution is valid until a resolution abrogating the same shall have been passed and a certified copy thereof delivered to the Bank;
- 7. THAT any previous resolution dealing with the Royal Bank of Canada and signing authority is hereby abrogated.

2.3 Report on student enrolment statistics and plans for development of a recruitment strategy

Interim Rector Charles Bertrand addressed this subject. At a previous meeting of the Board, a Governor had asked to know the effect on enrolments of the introduction of a minimum grade point average (GPA). Dr. Bertrand informed the Board that, for the Faculty of Arts and Science, the rate of conditional readmissions had increased from its average until 1989, of 3%, and reached its maximum-to-date of 8% in 1991-1992. He added that he was depositing, with the Secretary-General, statistics on failures compiled for the four Faculties.

Dr. Bertrand said work was needed to explore opportunities to increase revenues through effective strategies for boosting enrolments and improving student retention. Under a provincial programme, universities receive financial incentives for graduating students and it was rumoured, he said, that a similar programme might be introduced to reward retention. Dr. Bertrand indicated that he had participated in a meeting of the Advisory Committee to the Registrar, held the day before, during which these subjects were discussed at length. He added that a Task Force would be assembled, at the initiative of the Office of the Rector, to look at the potential for increasing revenues through recruitment and retention measures. Three Board members - Mr. Howlett, from the external community, Dr. Kryzanowski, a faculty member, and Ms. Giles, an undergraduate student - agreed to serve on it.

Dr. Parker, Interim Vice-Rector, Academic, cautioned the Board against moving too quickly to establish a task force; there was a great deal of activity, occurring throughout the academic sector, directed toward cutting costs and increasing revenues. He thought it unlikely that a consolidated action plan could be prepared within a month, but agreed the Board should be apprised of current initiatives.

The Interim Rector said an annual reduction of 1.2% in enrolments was forecast for 1995 and 1996; the challenge facing Concordia was to increase its share of a shrinking market. He continued, saying that a consensus had to be developed within the University to shift resources to areas of greatest advantage to the institution as a whole; Dr. Bertrand gave the example of the Graduate Studies programme, an excellent unit which would benefit from an injection of capital to increase scholarships. He stated that everyone would have to concentrate their efforts, in coming months and years, on discovering and applying operational economies. Dr. Bertrand added that since UQAM had developed into a serious competitor, new ideas were needed on how to attract francophone students; suggestions were welcomed.

A Governor requested more specific information about graduate studies, enrolment levels for out-of-province students and whether there existed a University-wide system to address the question of student retention. Mr. Groome asked if a sectoral breakdown of enrolments for recent years and projected enrolments for the coming year could be prepared, and Dr. Bertrand answered that he would try to provide them at the March meeting of the Board.

3. Approval to revise the composition of the Fine Arts Faculty Council

Upon motion duly moved and seconded (Bertrand, Carruthers), it was unanimously RESOLVED:

R95-11 WHEREAS, at its meeting of 3 February 1995, Senate considered a resolution from the Council of the Faculty of Fine Arts to revise the composition of the membership of that Council, and agreed to recommend the following to the Board of Governors;

BE IT RESOLVED

THAT, on the recommendation of Senate, the revision of the composition of the Fine Arts Faculty Council be approved such that:

(i) two staff members be added to the membership of the Council of the Faculty of Fine Arts, as outlined in Document BG-95-2-D8; and

(ii) Official Document A-32 be modified, under the subheading "Council of the Faculty of Fine Arts", in the category "Elected membership", by the addition of the following: "two (2) staff members, elected by the staff of the Faculty of Fine Arts. In electing these members, every effort will be made to ensure representation from both the performing arts and the visual arts, and a balance between administrative support and technical staff."

5. Approval of a request to collect a fee to establish and operate a food cooperative

Mr. Groome introduced Ms. Nora Ahmed, a member of the "Eat Your Peel Food Coop", who was present to answer questions about the request to approve collection of student fees for the "Coop". Mr. Carruthers introduced the motion, explaining that undergraduate students of the four Faculties had expressed their support for the fee collection by means of referenda.

A Governor, concerned that the burden of miscellaneous student fees might be discouraging to potential students, asked how many such fees were charged. The President of the Concordia Student Union answered. She said that, in addition to tuition fees, a student services fee was charged by the University, a variable fee was charged by each of the students' associations and the student safety patrol fee levies a fee. If the proposed resolution was adopted, the "Coop" fee would be added to these. The two latter fees would be paid only by students belonging to those associations whose referenda had established their members' willingness to pay. Mr. Groome requested a complete list of fees payable by students, which Dr. Proppe said he would provide. Mr. Carruthers pointed out that the annual fee per student payable to the "Coop" would be only \$3.40, and use of the Coop would not be restricted to students.

A Governor asked if the "Coop" would be in competition with Marriott Food Services. He was told that the "Coop" would be a grocery store, and therefore, would not compete with the existing food service. It was asked whether the accounting costs of implementing the fee had been considered, and Dr. Proppe answered that they had.

Upon motion duly moved and seconded (Carruthers, Giles), it was unanimously RESOLVED:

R95-12 WHEREAS a group of Concordia students known as the "Eat Your Peel Food Buying Group" conducted referenda during February and March 1994 to establish students' willingness to contribute financially to the creation and operation of a food cooperative, and the results of those referenda were positive for all undergraduate student associations;

WHEREAS, based on the success of the referenda, the Buying Group created the "Eat Your Peel Student Food Coop", a non-profit, student-run organization committed to providing an environmentally conscious selection of affordable food products to Concordia students; and

WHEREAS the Dean of Students, who has recognized the "Eat Your Peel Student Food Coop" under the policies governing student groups and holds observer status on the Food Coop's Board of Directors, has agreed that fees collected for the purpose of operating a food cooperative may be deposited in an account established under the authority of the Dean of Students Office;

BE IT RESOLVED

THAT the Board of Governors approve collection of a fee of \$1.70 per semester from all undergraduate students, for Fall and Winter semesters beginning with registration for the Fall 1995 semester, to be deposited in an account dedicated exclusively to financing the establishment and operation of the "Eat Your Peel Student Food Coop" in accordance with provincial regulations governing cooperatives.

6. Progress Report on the 1994-95 Annual Giving Campaign

Mr. Renaud reported in place of Campaign Chairman Jacques Ménard. Mr. Renaud reminded the Board that the annual Montréal alumni phonathon would be held on 6 March through 8 March 1995. He said the Campaign coordinators were optimistic that their

objective for the current year would be achieved. Mr. Renaud urged the Governors to make their donations to the Campaign, and referred them to the Campaign newsletter for additional information.

7. Progress reports of the Advisory Search Committees

7.1 Advisory Search Committee for a Rector and Vice-Chancellor

Mr. Groome reported, as Chairman of the Advisory Search Committee for a Rector and Vice-Chancellor, that the Search Committee had not met since the previous report to the Board. The Committee would be meeting later the same day, as well as on 16 February 1995, with the objective of concluding a short list of candidates.

7.2 Advisory Search Committee for a Vice-Rector, Academic

Sister McIlwaine reported that the Advisory Search Committee for a Vice-Rector, Academic, had met on four occasions since her last report - on 25 and 30 January, and 6 and 13 February 1995.

At its meeting of 25 January, the Committee considered its consultant's recommendations on candidates whom he had interviewed, and discussed procedures for interviews and the community consultation session. On 30 January, a preliminary list of candidates to be interviewed by the Committee was determined and a tentative interview schedule established.

The Chairwoman reported that three candidates were interviewed by the Committee on 6 February 1995. At the same meeting, the Committee considered a submission from a group of directors of research centres at Concordia which concerned the advancement of research at the University. Two candidates were interviewed on 13 February and the final interview, of a sixth candidate, was scheduled. After conclusion of the first round of interviews, the Committee would decide whether to interview any or all candidates a second time.

Sister McIlwaine said the Committee was conscious of the commitment to involve the Rector in the selection of a Vice-Rector, Academic, and was quite concerned about the prospective timing of the two appointments. Timing was especially important because faculty and students begin to disperse toward the end of the academic year.

Mr. Groome said the consultation session with candidates for the position of Rector was tentatively scheduled for 20 March 1995, and the Search Committee's recommendation would likely come to the Board shortly thereafter. A Governor suggested that a special meeting of the Board be convened as soon as possible to appoint a Rector and permit the search for a Vice-Rector, Academic, to continue. Mr. Groome agreed it would be possible, and another Governor affirmed that any measure which could accelerate the process would be helpful.

The Chairpersons were asked whether references had been checked thoroughly and if the process had extended beyond contacting referees given by the candidates themselves. Both Mr. Groome and Sister McIlwaine said the candidates had been exhaustively researched by the consultant and checked informally by Committee members.

7.3 Advisory Search Committee for a Dean, Faculty of Engineering and Computer Science

The Search Committee Chairman, Mr. Goldfarb, reported that the Advisory Search Committee for a Dean of the Faculty of Engineering and Computer Science had met twice since the January Board meeting. Strong applications had been received from both internal and external candidates. Of twenty-six applications and nominations, four had been withdrawn, leaving twenty-two candidates.

On 9 February 1995, the Search Committee heard the results of interviews conducted by consultant Guy Lemelin, ranked candidates and selected a small number to be interviewed, and planned the interview structure. On Saturday, 11 February 1995, the Committee interviewed three candidates. Three, possibly four, additional candidates were slated to be interviewed. Mr. Goldfarb reported that the selection process was progressing smoothly and was expected to be completed in good time. He added that the progress of the other searches also affected the search for a Dean of Engineering and Computer Science, because certain candidates for the position of Dean were being considered for another position as well.

8. Reports of Standing Committees

8.1 Benefits and Pension Committees

Mr. Lawless, Chairman of the Benefits Committee and the Pension Committee, reported on the business of two meetings. The Benefits Committee had met on 26 January 1995 to examine the Pension Plan design. Mr. Lawless said that when a proposal for modification of the design had been formulated, it would be brought to the Board for approval, as is required by law.

The Pension Committee had met on 8 February 1995 to hear the reports of the Fund managers, which were satisfactory.

8.2 Graduation Ceremonies Committee

Vice-Chairwoman Susan Woods reported in the absence of the Chairman, Mr. Molson. The two main items discussed at the 2 February 1995 meeting of the Graduation Ceremonies Committee had been approved by the Board in the Closed Session. These were the nomination from the Engineering and Computer Science Faculty for an honorary degree recipient for the June 1995 convocation ceremony; and the nomination from the Loyola Alumni Association for a recipient of the 1995 Loyola Medal. Ms. Woods informed the Board that the Committee would meet in early spring to review nominees for receipt of honorary degrees at the November 1995 convocation.

8.3 Review Committee

Committee Chairman Me Lengvari was absent and Mr. Howlett, a Committee member, reported in his place. Mr. Howlett explained that the Review Committee of the Board is convened, at the call of its Chairman, when an individual requests permission to appeal a decision rendered by a Hearing Board under the Code of Conduct (Non-academic).

As required by the Code, three members of the Review Committee had met on 18 January 1995, to consider the request of a faculty member who sought authorization to appeal a

Hearing Board decision. As the Code outlines the necessary conditions for the grant of such authorization, the request was considered in light of those criteria. Mr. Howlett reported the Committee had concluded that none of the admissible criteria had been satisfied, and decided against granting authorization to appeal; this decision had been communicated to the appellant.

9. Report of the Interim Rector

Dr. Bertrand reported that Senate would consider the proposed Code of Ethics at its meeting of 10 March 1995 and the Code would be presented to the Board for approval, probably in April. Once adopted, the Code would be submitted to the granting agencies as required.

The Interim Rector said that, on 9 February 1995, the Ministry of Education announced an additional \$60 million cut from the Québec universities' budgets; exact figures would not be available before 31 March 1995. Dr. Proppe said the amount could shrink if interest rates fell. The new Minister of Education, Mr. Jean Garon, had criticized universities for wasteful management of public resources, targeting l'Université Laval in particular. Dr. Bertrand said the Minister had not yet met with the universities' rectors and principals.

A Governor requested clarification. Dr. Proppe said the announcement, by the Deputy Minister, was somewhat unclear but stated that about \$60 million would be the cost to the government of servicing the universities' debts. The precise figure to be publicized at the end of March would likely fall between \$60 million and \$65 million. Dr. Proppe explained that the notion being applied in Québec was of a "closed envelope" for all educational sectors.

Concordia's share of the latest cuts in operating grants was expected to be about \$5 million. Before this news, the University was aiming to reduce planned expenditures by \$6.2 million, which included a development pool of \$1.4 million, but it appeared that the actual shortfall would be closer to \$10 million - without setting aside any amounts for development. Dr. Bertrand reiterated that these projected cuts represented a permanent loss from Concordia's budget, so our financial decisions would have to be taken with great care. He said the attitude demonstrated by the Minister of Education was unsettling, but CREPUQ had decided to present a united front.

A Governor estimated the University would face a budget compression of \$25 million to \$30 million over the next three years; Dr. Bertrand predicted that loss would probably be spread over a five-year period.

The Interim Rector also reported that Premier Jacques Parizeau had written to the members of the executive committee of CREPUQ inviting them to present briefs to the Commission on the draft Bill for the sovereignty of Québec. After considerable deliberation, the group had agreed that the four Montréal universities would appear together to present their views on the importance of Montréal as Québec's major metropolis, specifically with regard to the central role of the universities in its economy. They had determined not to address the political issue. Some misgivings were expressed about this proposal, since the hearings of the Commission were a component of a political exercise. Several speakers advised against addressing the Commission, especially in light of the explicit statement by the Commission that only presentations on the subject of sovereignty would be heard. One Governor

suggested attending the presentation of the Montréal Board of Trade, which had also indicated its desire to focus on economic rather than political issues.

A faculty member said she agreed the decision should be reconsidered, but it was her view that if the other Montréal universities appear, Concordia should also. The proposed date of the presentation was 10 March 1995, Dr. Bertrand said, so there remained time for further discussion; he would keep Mr. Groome informed of developments.

10. Reports of the Vice-Rectors

- 10.1 Dr. Parker, Interim Vice-Rector, Academic, said he was pleased to report that each of the Faculties had created its own planning and budget committee, and their decisions will be routed to the Senate Academic Planning and Priorities Committee (SCAPP).

He reported also that discussion of the sabbaticals issue was continuing in a collegial manner.

- 10.2 The Vice-Rector, Services, Dr. Bertrand, informed the Board that the provincial policy on rental space had changed to reduce the government's costs associated with granting rental subsidies. Rental subsidies had been disallowed for permanent structures; that is, locating classrooms and offices in rented facilities constituted permissible use of rented space, but establishment of laboratories did not. Dr. Bertrand said the policy change might put pressure on the University to take positive action, particularly toward the eventual consolidation of the Faculty of Engineering and Computer Science's facilities.
- 10.3 Interim Vice-Rector, Institutional Relations and Finance, Dr. Proppe, said the administration was trying to gain a complete appreciation of the implications of present and projected budget cuts. He had met with the departmental Chairs of the Arts and Science Faculty to discuss the consequences of the shrinking budget at the departmental level. Dr. Proppe told the Board that everyone in the University was conscious of the staggering proportions of the projected grant reductions and aware that fundamental changes in the way the University operates could be expected.

Dr. Proppe said he was hopeful that the Budget Committee would be able to present a detailed plan and a provisional operating budget for the upcoming academic year to the Board in April.

12. Any other business

A faculty member addressed the subject of the search and selection process for senior administrative personnel. He reported that two petitions were presently circulating throughout the University to support a request that the Board reconsider the portion of the Rules and Procedures for Advisory Search Committees which sets out procedures for consultation with the University community. It was felt that a larger number of faculty members should be involved in the consultative process for the appointment of a Vice-Rector, Academic. The speaker conveyed the recommendation of his colleagues that the body assembled to hear the short-listed candidates for that position, should be the same as would hear the candidates for the position of Rector: the full membership of the Board and of Senate. Another alternative would allow the Faculties to elect one or two representatives who would enjoy speaking privileges during the meeting.

Mr. Groome explained that he had been asked to add this item to the Agenda of the present meeting. The request was denied because the rules and procedures presently in effect had been developed through a long and careful process, which began in September 1991 and culminated in March 1994 with the adoption of an entirely new process that incorporated many of the recommendations submitted by various constituencies within the University. Mr. Groome reminded the Board that, in his December 1994 report of the Executive Committee, he stated that the Executive Committee had refused the same request when it was proposed by the Advisory Search Committee for a Vice-Rector, Academic. The Executive Committee held the position that the Rules, as adopted, should be implemented for a full cycle of searches before any review or revision is undertaken. A Governor commented that, by all accounts, the search for a Dean of the Faculty of Commerce and Administration - the first to apply the new rules - had proceeded smoothly and effectively.

A faculty member said that while she appreciated the position of the Executive Committee in principle, the process should recognize the importance to the academic sector of the Vice-Rector, Academic, who will be obliged to assume leadership in the creative management of the academic budget in coming years. She regretted not having noticed this weakness in the procedures when the Governors first discussed them, but urged the Board to put the consultation process for the Vice-Rector, Academic, on equal footing with that for the Rector.

A motion was put forward (Arbuckle-Maag, Kryzanowski) to adopt the same consultative procedure for candidates short-listed for the position of Vice-Rector, Academic, as is established in the Rules and Procedures for those on the short list for the position of Rector. As several Governors had already left the meeting, it was suggested that the vote be postponed until the March meeting of the Board. The mover and seconder agreed. The Chairman requested that the question appear on the Agenda of the 15 March meeting of the Board.

11. Correspondence

Mr. Groome reported that a gracious letter of thanks had been received from Governor Emeritus James Smith, for the recognition the Board of Governors had accorded him.

13. Date of next meeting

The next regular meeting of the Board will be held at 8:00 a.m., on 15 March 1995, at the SGW Campus.

14. Adjournment

There being no other business, the meeting adjourned at 10:08 a.m.

Me Bérengère Gaudet
Secretary of the Board of Governors